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**Accrual** - Posting of costs for work performed and not paid.

**Activity** - A unique task or function identified as an integral part of an overall objective.

**Activity Code** - See Cost Activity Code or Schedule Activity Code.

**Actual Cost of Work Performed (ACWP)** - Represents "what was paid for" in the execution of work. This is one of three basic components of an earned value (or achieved value) control system and may be measured in either dollars or job hours.

**Apportioned Effort** - Effort which is not readily divisible into short-span Work Packages, but is related in direct proportion to some other measured effort.

**Authorized Work** - Effort which has been defined and is in the project scope plus that effort for which written authorization by DOE has been received but for which the cost has not been agreed upon and defined into the project.

**Baseline** - A documented, quantitative expression of projected costs, schedule and technical requirements, including scope that has been formally reviewed and agreed upon, that thereafter serves as the basis for use and further development, and that can be changed only by using an approved Change Control process. It serves as a base or standard for measurement during the performance of an effort; the established plan against which the status of resources and the progress of a project can be measured.

**Baseline Change** - A formal modification of planned costs, schedule, and technical requirements for a defined project. Baselines should include criteria to serve as a standard for measuring the status of resources and the progress of a project. The initial baseline for a project is normally finalized at the completion of the Conceptual Phase. The approved project baseline may be modified through the use of a formal baseline Change Control process. The project baseline is defined and maintained in the Project Execution Plan.

**Baseline Change Proposal (BCP)** - The instrument/document prepared to provide the description and justification of a proposed change and its resulting impacts.

**Budget** -

1. The process of allocating taxpayer dollars by Congress.
2. The amount of money that is available for and assigned to a particular project purpose (e.g., design phase, construction phase).
3. The baseline resources in terms of dollars, man months or other definite units that are identified to accomplish a specific task.
4. The estimated cost proportionally linked to a defined scope of work and the associated resources (labor and material) to do the work.
5. The approved estimated cost of executing a scope of work within established schedule and technical baselines.

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**Budget-at-Completion (BAC)** - The total authorized budget for accomplishing the program scope of work. It is equal to the sum of all budgets plus any Undistributed Budget. (Contractor Contingency is not included.) The Budget-at-Completion will equal the Performance Measurement Baseline (PMB) as it is allocated and time-phased in accordance with program schedule requirements. (WSRC defines the BAC<sub>(TPC)</sub> at the total project level to include all contingencies.)

**Budgeted Cost of Work Performed (BCWP)** - The value of completed work expressed in terms of the budget (performance baseline value) assigned to such work. Also referred to as earnings or earned value.

**Budgeted Cost of Work Scheduled (BCWS)** - The portion of the time phased budget expenditure plan, scheduled to be accomplished during a given period of time (i.e., the current month and inception to date).

**Change Control (CC)** -

1. A documented approval process that applies technical, financial and management review to project baseline(s) modification.
2. A document approval process applying technical, financial and management review of changes to work scope requirements, budget, or schedule baselines.

**Change Control Board (CCB)** - Division-level board established by the operating division, and led by the program manager, to authorize modifications, manage costs, schedule, and scope changes to its annual operating plan, out-year plans, and authorized modifications.

**Change Level** - A DOE classification for a proposed change to a baseline which indicates level of authority required to make final disposition on the change based on established thresholds in the Project Execution Plan.

**Conceptual Design** - Key element of planning for construction projects. Utilizing the Functional Performance Requirement (FPR) and the Functional Design Criteria (FDC), Conceptual Design serves to develop a project scope that satisfies program needs and operating performance levels; identify and quantify project risks; and develop a reliable budget estimate and realistic performance schedule.

**Consolidated Labor System (CLS)** - A site-wide labor distribution system designed to provide a structured means of accumulating labor hours and calculating labor costs associated with work performed according to Work Breakdown Structure elements. Data is entered into CLS per approved employee CLS time record sheets. The CLS is designed to accumulate data and to itemize labor costs by task, performing organization, and responsible organization and employee.

**Constraint** - A relationship between or among activities that limits the progression of successor activities due to the nature of the predecessors. Constraints may be requirements that are known at the beginning of a project or they may develop once the project work has begun. They may or may not have budget values associated with them but should be included in the project schedule because they can impact other activities and milestones.

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**Contingency** - An amount of money evaluated to cover costs which, based on past experiences, are known to be regularly encountered but difficult or impossible to estimate at the time the estimate is prepared. These costs may result from incomplete design, unforeseen and unpredictable conditions or uncertainties within the defined project scope. This Contingency consists of two elements; that portion that belongs to DOE -SR (owner), and that portion which belongs to WSRC (contractor). DOE-SR approval is required for use of DOE-SR Contingency funds.

**Contractor Contingency** - The Contractor's portion of the money evaluated to cover costs which, based on past experiences, are known to be regularly encountered but difficult or impossible to identify at the time the estimate is prepared. Also called Management Reserve.

**Control Account (CA)** - The management control point at which actual costs are accumulated and performance determined. It represents the defined work assigned to one responsible organizational element and must contain the specific scope of work, definitive schedule, assigned budget, unique identification and method of measuring performance. The Control Account concept is applicable to all programs.

**Control Account Manager (CAM)** - The individual responsible to the Project Manager for the management and execution of the Control Account scope, schedule, and cost.

**Control Account Plan (CAP)** - A plan depicting management control points for elements of work for which additional planning is accomplished, performance is measured, and work is controlled. The plan level is at the level of a baselined WBS where work can be assigned from the Project Manager to a group or organization for execution.

**Cost Account** - *See Control Account*

**Cost Account Manager** - *See Control Account Manager.*

**Cost Activity Code** - A nine character alpha numeric code established within the WSRS accounting system to identify a unique task for the purpose of collecting all costs associated with that task. This is the lowest level at which costs are accumulated and reported. Each cost activity code is unique and is related to a single terminal WBS element. Cost activity codes are defined by the Control Account Manager.

**Cost Baseline** - A budget that has been developed from the cost estimate upon approval of the technical baseline. The majority of the budget should be time-phased in accordance with the project schedule. The cost baseline is referred to as a baseline since it is integrated with the technical and schedule baselines and subject to formal Change Control. The cost baseline normally contains direct and indirect budget; management reserve budget; Undistributed Budget; and the Contingency amount, as appropriate.

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**Cost Collection** - The accumulation of expenditures, accruals, and where applicable, man-hours, for labor, materials, or services.

**Cost Estimate** - A documented statement of costs estimated to be incurred to complete the project or a defined portion of a project.

**Cost Performance Baseline** - See Cost Baseline.

**Cost Performance Index (CPI)** - A dimensionless number determined by dividing the Budgeted Cost of Work Performed (BCWP) by the Actual Cost of Work Performed (ACWP). A value greater than 1.0 indicates that the work accomplished cost less than planned, and a value less than 1.0 indicates the work accomplished cost more than planned.

**Cost Processor** - Cost performance measurement tracking and reporting software.

**Cost Variance (CV)** - The algebraic difference between earned value and actual cost (Cost Variance = Earned Value - Actual Cost); A positive value indicates a favorable position and a negative value indicates an unfavorable condition.

**Critical Path** - A logically related sequence of activities in a CPM schedule having the longest duration. The total float is zero. A delay in any activity will have a corresponding impact on the completion date of the project.

**Critical Path Method (CPM)** - A network analysis technique used to predict project duration by analyzing which sequence of activities (which *path*) has the least amount of schedule flexibility (the least amount of *float*). Early dates are calculated by means of a forward pass using a specific start date. Late dates are calculated by means of a *backward pass* starting from specified completion date (usually the forward pass's calculated project *early finish date*).

**Earned Value (EV)** - A method for measuring project performance that compares the value of work performed (Budgeted Cost of Work Performed) with the value of work scheduled (Budgeted Cost of Work Scheduled) and the cost of performing the work (Actual Cost of Work Performed) for the reporting period and/or cumulative to date. Periodic, consistent measurement of work performed in terms of the budget planned for that work. In criteria terminology, earned value is the budgeted cost of work performed. It is compared to the budgeted cost of work scheduled (planned) to obtain schedule performance and it is compared to the actual cost of work performed to obtain cost performance.

**Earned Value Measurement System (EVMS)** - The integrated set of processes, which implements the standard and its criteria. In its simplest form, EVMS can be implemented without any software. Software simply enhances productivity, allows the implementation of EVM more economically and facilitates managing complex projects. EVMS is not software.

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**Earned Value Management** - Earned Value Management is a methodology that allows both Government and Contractor Program Managers to have visibility into cost, schedule, and technical progress on their contracts to measure and manage performance. ANSI/EIA 748-A-1998, Earned Value Management System contains the industry guidelines, which establish the framework within which an adequate integrated cost, schedule, and technical management system will fit.

**Emergency Change Notice (ECN)** - A change notice between WSRI and the DOE whereas the work must begin immediately due to risk to health, safety, environment, security or government property.

**Estimate** - See Estimated Cost.

**Estimate-at-Completion (EAC)** - The actual cost incurred to date (including accruals) plus the estimate of cost for completing the work. [EAC = ACWP (Actual Cost of Work Performed) + ETC (Estimate-To-Completion)]. The EAC shall be quantity-based and shall not include pending scope changes but should include trends related to the authorized scope. Detailed EACs are a formalized thorough review of the full work scope, cost, and schedule performance against the approved baseline. Formal EACs are to provide updated “bottoms-up” cost projections for the remaining scope of work including remaining risks that are combined with the actual to date. They should be performed semi annually or as required by the project PEP. (WSRC defines the EAC to include all contingencies).

**Estimate-to-Complete (ETC)** - Estimate of costs to complete all remaining work to the end of the project or program.

**Estimate Contingency** - The amount of cost Contingency added to or subtracted from the cost estimate to address the uncertainties and risks related to the components of the cost estimate. It reflects the probability of project cost over-run and under-run and includes Contractor Contingency and DOE Contingency.

**Estimated Cost -**

1. An anticipated cost for a defined scope of work.
2. An evaluation of all the costs of the elements of a project or effort as defined by an agreed upon scope. Three specific types based on degree of definition of a process industry plant are: A. Order-of-magnitude estimate – an estimate made without detailed engineering data. Some examples would be an estimate from cost capacity curves, an estimate using scale up/down factors, and an approximate ratio estimate. It is normally expected that an estimate of this type would be accurate within +50% or –30%.  
B. Budgeted estimate – budget in the case applies to the owner’s budget and not to the budget as a project control document. A budget estimate is prepared with the use of flow sheets, layouts, and equipment details. It is normally expected that an estimate of this type would be accurate within +30% or –15%.

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C. Definitive estimate- as the name implies, this is an estimate prepared from very defined engineering data. The engineering data includes as a minimum, nearly complete plot plans and elevations, piping and instrument diagrams, one-line electrical diagrams, equipment data sheets and quotations, structural sketches, soil data, and sketches of major foundations, building sketches, and a complete set of specifications. This category of estimate covers all types from the minimum described above to the maximum definitive type, which would be made from “approved for construction” drawings and specifications. It is normally expected that an estimate of this type would be accurate within +15% and -5 %.

**Forecast-at-Completion (FAC)** - The FAC is a summary level cursory analysis of the projected final costs of the project. It is prepared using project control tools such as the trend forecast, performance metrics, the schedule database, and Contingency utilization plans.

**Functional Manager** - A line manager or supervisor within the functional organization.

**Functional Organization** - An organization or group of organizations with a common operational orientation such as Engineering, Construction, Operations, Quality Assurance, Material, Finance, Contracts, etc. See Organization Breakdown Structure.

**Funding** - The incremental authorization by DOE for expenditures on programs/projects.

**General & Administrative Expense (G&A)** - Costs, which benefit the entire, site and represent the cost of doing business. The most common types of expenses in this category are executive management, human resources, legal and finance. Because of the nature of these expenses, they are logically allocated over a base, which represents the total activity of the site. This base includes all direct costs and indirect overhead costs previously allocated to a final cost objective.

**General Plant Project (GPP)** - Miscellaneous minor new construction project of a general nature; the total estimated costs of which may not exceed the congressional authorization of \$5.0 million per project. General Plant Projects are necessary to adapt facilities to new or improved production techniques, to effect economies of operations, and to reduce or eliminate health, fire, and security concerns. (NOTE: If any portion of the project is considered GPP, then the entire project must be funded with GPP funds).

**Indirect Budget** - The target value established for costs to be incurred by persons and/or departments for tasks, which do not have a direct relationship to the design, testing, and/or production of the end product, or contractually specified task.

**Indirect Cost** - That portion of labor, material or other costs not directly related or specifically identifiable to a contractually authorized end product or service. Such costs will usually include, but are not limited to, supervisory and administrative labor and expendable type materials such as operating supplies, utilities and fringe benefits. Resources expended and not directly identified with any specific WBS product or service. See overhead costs.

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**Indirect Cost Pools** - A grouping of indirect costs identified with two or more cost objectives but not separately identified with any final cost objective. Such separate pools have normally established for indirect cost in Engineering, Construction, Procurement and/or Material, etc.

**Integrated Budget, Accounting & Reporting System (IBARS)** - A financial management and accounting system designed to provide task-oriented budgeting, accounting and reporting for the Savannah River Site.

**Key Activities for Successful Execution of Projects (KASE) Model** - A tool used to help project teams improve project execution. It represents a preferred sequence of activities ranging from pre-conceptual work through financial closeout. The model reflects a sound, disciplined approach to the performance of project work while continuing to allow flexibility in project execution based on project size and complexity.

**Life Cycle Costs** - The total of all costs incurred or estimated to incur throughout the life of a facility from planning through acquisition, maintenance, operations and disposition. Decontamination, decommissioning, Environmental Restoration, and transition to future use, if required, are part of life cycle costs.

**Line Item (LI) Projects** - Projects that are specifically reviewed and approved by Congress. Projects with a total project cost greater than \$5 million are categorized as line item projects. (DOE Good Practices Guide).

**Level-of-Effort (LOE)** - Work scope of a general or supportive nature for which performance cannot be measured or is impracticable to measure. Resource requirements are represented by a time-phased budget scheduled in accordance with the time the support will likely be needed. The earned value is earned by the passage of time and is equal to the budget scheduled in each time period.

**Long-Lead Procurement** - Equipment or material that must be procured or acquired well in advance of the need for the materials because of long delivery times.

**Management Assessment** - A process of evaluating activities and facilities to determine compliance with applicable requirements, adherence to best management practices, and effectiveness of performance in meeting objectives in the areas of environmental protection, safety and health protection, quality, management and organization.

**Management Reserve (MR)** - See definition for "Contractor Contingency".

**Master Schedule** - A summary-level schedule that identifies the major activities and key Milestones of a project. See also Milestone Schedule.

**Milestone (MS)** - An event in a CPM schedule representing objectives determined to be critical control points, selected by Management to monitor and control progress toward the accomplishment of approved scope of work. A Milestone has no duration assigned.

**Milestone Schedule** - A summary-level schedule that identifies the major milestones. See also Master Schedule.

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**Monte Carlo Analysis** - A method of calculation which approximates solutions to a variety of mathematical problems by performing statistical sampling experiments on a computer; applies to problems with no probabilistic content as well as to those with inherent probabilistic structure.

**Mission Need** - A required capability within the DOE overall purpose, including cost and schedule considerations. When mission analyses or studies directed by appropriate executive or legislative authority identify a deficiency in existing capabilities or an opportunity, mission need is set forth as justification for system acquisition approvals, planning, programming, and budget formulation.

**Mitigate** - To lessen the severity of consequences of an event.

**Operating Expense Funded Project (OPEX)** - A project funded by operating budget funds. These projects are classified as demonstration, experimental, pilot and/or temporary (less than 2 years life expectancy). Exceptions to these criteria require specific written direction from DOE.

**Organizational Breakdown Structure (OBS)** - A depiction of the project organization arranged to indicate the line-reporting relationships within the project context.

**Other Project Cost (OPC)** - All other costs related to a project that are not included in the TEC such as supporting research and development, pre-authorization costs prior to the start of Title I design, plant support costs during construction activities and one-time costs incurred for startup activities during the transition between the completion of construction and operation of the facility. OPC is estimated and controlled for cost projects and line items greater than \$5.0 million TEC, validation requirements, and DOE Order 5100.3, Field Budget Process estimating requirements. OPC estimate and control is not required for CE and GPP projects. [Ref.: DOE Order 2200.6, Chapter VI, Paragraph 1f(4); DOE Order 4700.1].

**Percent Complete** - The percentage a task is actually complete – progress towards completion. (Can also be applied to higher level efforts, e.g., project percent complete.) It is based upon the current accepted scope of work for the task.

**Performance Measurement** - The process of determining physical, earned value progress (Budgeted Cost for Work Performed [BCWP]) on a project by comparing that to the time-phased budget baseline of work planned (Budgeted Cost of Work Scheduled [BCWS]) and also comparing it to the actual costs for that work (Actual Cost of Work Performed [ACWP]).



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**Performance Measurement Baseline (PMB)** - The total time-phased budget plan against which program performance is measured. It is the schedule for expenditure of the resources allocated to accomplish program scope and schedule objectives, and is formed by the budgets assigned to Control Accounts and applicable indirect budgets. The Performance Measurement Baseline also includes budget for future effort assigned to higher Work Breakdown Structure levels (summary level Planning Packages) plus any Undistributed Budget. Contingencies and Management Reserve are not included in the baseline as it is not yet designated for specific work scope.

**Performance Monitoring** - Systematic review, recording, and trending of monitored parameters of systems and components to measure and assess the impact of any performance changes of a particular system or component.

**Planning Package** - A logical aggregate of work, usually future efforts that can be identified and budgeted, but which is not yet organized in detail at the Work Package or task level.

**Performance Measurement Baseline (PMB)** - The total time-phased budget plan against which program performance is measured. It is the schedule for expenditure of the resources allocated to accomplish program scope and schedule objectives, and is formed by the budgets assigned to Control Accounts and applicable indirect budgets. The Performance Measurement Baseline also includes budget for future effort assigned to higher Work Breakdown Structure levels (summary level Planning Packages) plus any Undistributed Budget. Contingencies and Management Reserve are not included in the baseline as it is not yet designated for specific work scope.

**Preliminary Baseline Range** - Prior to CD-2, a formal baseline reflecting the cost, schedule and technical requirements of the current phase of a project and a baseline range for the remaining phases - also see BASELINE, above.

**Program** - An organized set of activities directed toward a common purpose or goal, undertaken to support an assigned mission. A program is characterized by a strategy for accomplishing a definite objective(s), which identifies the means of accomplishment, particularly in quantitative terms with respect to manpower, materials, and facilities requirements. Programs are typically made up of technology-based activities, projects, and supporting operations. (Programs are generally at the PBS level at SRS)

**Program Manager** - An individual in an organization or activity who is responsible for management of a specific function or functions related to program management.

### **Project -**

1. In general, a unique effort that supports a program mission with defined start and end points, undertaken to create a product, facility, or system with interdependent activities planned to meet a common objective/mission. Projects include planning and execution of construction/renovation/modification/environmental restoration or decontamination and decommissioning efforts, and large capital equipment or technology development activities. Tasks that do not include the above elements, such as basic research, grants, operations and maintenance of facilities, are not considered projects.

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2. SGCP Definition - A scope of work that normally addresses a single site or area subject to remediation, decontamination, decommissioning, or monitoring. A project number may also be used to collect costs for a specific administrative function. A project is a subset of an Activity Data Sheet and each project is subdivided by phase of remediation, etc.

**Project Baselines** - See *Baselines*.

**Project Budget Base (PBB)** - The negotiated project cost plus the estimated cost of authorized but unpriced work.  $PBB = (PMB + \text{Contractor Contingency})$ .

**Project Cost Baseline** - A documented budget value, or set of values, that is developed from the Cost Estimate and subject to Formal Change Control.

**Project Execution Plan (PEP)** - A plan that defines the project strategy and project parameters (cost, schedule, and scope elements of the baseline) and identifies thresholds for Change Control and reporting. The Project Execution Plan encompasses and defines the distinct project management activities; it evolves with the project, adding sections or details to sections, as needed. The PEP is a DOE document supported by the project team.

**Project Performance Baseline (PPB)** - A documented, quantitative expression of projected cost, schedule, and scope that has been formally reviewed and agreed upon, that there after serves as the basis for project performance.

**Project Team** - Team, comprised of members from the impacted operating organization and supporting organizations, led by the project manager and with total responsibility for all aspects of the development and execution of assigned plant modifications.

**Project Trend Program** - An analysis process that identifies deviations or potential deviations from the established scope, schedule, and/or budget baselines for a project. This early warning process is based on the philosophy that any changes or impacts may be mitigated if identified as early as possible.

**Provisional Authorization Request (PAR)** - A change request that is used to authorize a scope of work to WSRC from the DOE that is needed quickly and is followed up with the normal Change Control process. This is required because work should begin as soon as possible due to programmatic urgency and funds exist to cover the duration of the PAR, which must be specified in the PAR.

**Rebaseline** - The process whereby the project's costs, time scale or resources have to be recalculated due to a change in the project's objectives, a change in the deliverables to meet requirements, or the project's original scope and plans have become untenable.

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**Request for Project Authorization (RPA)** - A document issued by the Project Manager with the concurrence of the Project Sponsor to obtain approval/concurrence of the project, program, and financial organizations within WSRC for projects that exceed \$25,000 and DOE-SR for projects that exceed \$250,000 for initiation of an Operating Expense (OPEX), Line Item (LI) subproject, Capital Equipment (CE), or General Plant Project (GPP). This document ensures that the appropriate managerial approvals have been obtained, the capitalization criteria in DOE Order 2200.6 have been met, and the responsibility has been assigned for the expenditures.

**Resolved Trend** - A Trend Notice that has been dispositioned by the Project Manager.

**Resource Leveling** - Any form of network analysis in which scheduling decisions (start and finish dates) are driven by resource management concerns (e.g., limited resource availability or difficult-to-manage changes in resource levels).

**Resource Plan** - A time-phased summary of resources needed to accomplish the project as provided by the resource loaded schedule.

**Responsibility Assignment Matrix (RAM)** - The RAM correlates the work required by a Work Breakdown Structure (WBS) element to the functional organization responsible for accomplishing the assigned tasks. The responsibility assignment matrix is created by intersecting the WBS with the program Organizational Breakdown Structure (OBS). This intersection identifies the Control Account.

**Risk** - A factor, element, constraint, or course of action on a project that introduces an uncertainty of outcome and the possibility of technical deficiencies, inadequate performance, schedule delays, or cost overruns that could impact a Departmental Mission. In the evaluation of project risk, the potential impact and the probability of occurrence must be considered.

**Risk and Opportunity Analysis** - The identification and quantification of risks and opportunities to determine if factors, elements, constraints, or courses of action on a project introduce an uncertainty of outcome and the possibility of technical performance, schedule delays, or cost deficiencies that could negatively or positively impact the project. In the evaluation of project risk and opportunities, the potential impact and the probability of occurrence must be considered.

**Risk Handling** - Strategies developed with the purpose of eliminating, or at least reducing, the higher risk levels identified during the risk analysis. The strategies may include risk reduction or mitigation, risk transfer, risk avoidance, and risk acceptance.

**Schedule Activity Code** - Code used to organized project activities into manageable groups for updating a single identifiable work step.

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**Schedule (Resource Loaded)** - The logical sequence of the list of activities needed to complete the project that includes duration and start and finish dates. Resources needed for each activity (man-hours and cost, and, where applicable, materials and/or services) are loaded into the schedule to determine if the resource requirements are achievable and realistic.

**Schedule Baseline** - The duration and sequence of project activities and the commitment dates by which major project activities must be accomplished. The approved project schedule is a component of the overall project plan. It provides the basis for measuring and reporting schedule performance.

**Schedule Contingency** - A duration of time and associated cost - based on the schedule risk analysis (and including residual schedule risks identified by the T&PRA).

**Schedule Logic** - Sequential relationship between activities that establishes order of accomplishment.

**Schedule Performance Index (SPI)** - The ratio of work performed to work scheduled (BCWP/BCWS). Ratio of work accomplished versus work planned, for a specified time period. The SPI is an efficiency rating for work accomplishment, comparing work accomplished to what should have been accomplished.

**Schedule Variance ("SV")** - The difference between the budgeted cost of work performed and the budgeted cost of work scheduled at any point in time (BCWP - BCWS).

**Scope** - The description of the functional performance requirements of a project that ensures constructability, operability and maintainability. This baseline also contains the work and tasks to be done in order to satisfy the project's performance requirements.

**Surveillance** - The act of monitoring or observing to verify whether an item or activity conforms to specified requirements, and to identify opportunities for improvement.

**System** - A collection of independent components integrated to perform a specific function or functions.

**Team Execution Plan (TEP)** - A control tool, internal to and maintained by the Project Team, which details the methods by which Project Execution Plan is to be successfully managed. The TEP is a living document that will be revised throughout the life of the project. The degree of detail necessary in the Team Execution Plan is determined by the Project Manager and will likely be proportional to the degree of perceived project risk (tailored approach). Additionally, either this document or the Project Execution Plan will reference the locations of contractor-level baselines.

**Technical Baseline** - All documents, including all safety documentation, used to identify, justify and demonstrate the physical, functional or operational requirements of configuration controlled structures, systems and components.

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**Technical & Programmatic Risk Analysis (T&PRA) Contingency** - An amount of cost Contingency added to the cost estimate to allow for the probability of occurrence of technical and programmatic risks which are not included in the traditional cost Estimate Contingency analysis (Note: Technical Risks - Possible impacts associated with developing a new design/process [or approach] either to provide a greater level of performance or to accommodate some new requirements or constraints. Programmatic Risks - Possible disruptions caused by decisions, events, or actions that affect project direction, but are outside the project manager's control).

**Technical Risk** - Any technical factor, element, constraint, or course of action that introduces as uncertainty of outcome or the possibility of deficiencies, inadequate performance, schedule delays or cost overruns.

**Terminal WBS Element** - The lowest level of the WBS structure.

**Total Estimated Cost (TEC)** - The estimated cost for the project, including the costs of land and land rights, engineering, design, and inspection cost, direct and indirect construction costs, and initial equipment necessary to place the plant or installation in operation. TEC includes costs for corrective action for any deficiencies attributable to design and/or construction during Testing; cost of all as-built drawings and design bases; cost of the Safety Analysis Report (SAR); and costs of spares and Contingency. TEC excludes: WSRC indirect costs that will continue regardless of construction activity; costs of WSRC support activities performed for internal management and technical support of the project manager by non-dedicated personnel.

**Total Project Cost (TPC)** - Cost of the project including all of the TEC, the cost of all preliminary design, conceptual engineering, research and development, project support for a given project, and the cost of transition to operations plus all other costs identifiable and related to the project.

**Trend** - Deviation from the current trend forecast and/or the associated schedule.

**Trend Analysis** - A systematic evaluation of monitored parameters to identify and predict changes in the performance of a system or component.

**Trend Base** - The latest approved project cost and schedule, from which deviations are quantified and measured. The Trend Base is the latest approved Critical Decision (CD) baseline, or authorized "rebaseline".

**Trend Forecast** - The Trend Base, plus resolved trends. This is the basis against which a pending trend is evaluated.

**Trend Notice** - A summary level document used to identify and describe a trend.

**Undistributed Budget (UB)** - Budget associated with specific work scope or contract changes that have not been assigned to a Control Account or summary-level Planning Package.

**Variance Analysis** - The comparison of the actual and forecast progress, actual costs, and the cost and schedule ranges, current phase budgets and schedules, or cost and schedule baselines established for the work in order to determine deviation from plans.

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**Work Breakdown Structure (WBS)** - The integrating tool used to organize projects and segmented tasks for planning, budgeting, estimating, scheduling, work authorization, cost accumulation and performance reporting purposes. The WBS framework organizes and graphically displays elements representing work to be accomplished in logical relationships.

**Work Breakdown Structure (WBS) Dictionary** - A summary level description of the scope of work addressed by each WBS element.

**Work Package** - A collection of documents used to authorize work, provide instructions for the work, and document the accomplishment of the work, including resolution of discrepancies.

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**Acronyms List**

**ACWP** Actual Costs of Work Performed  
**BAC** Budget at Completion  
**BAC<sub>(PMB)</sub>** BAC equals PMB  
**BAC<sub>(TPC)</sub>** BAC at the TPC level = BAC + Contractor Contingency + DOE Contingency  
**BCP** Baseline Change Package  
**BCWP** Budgeted Cost of Work Performed  
**BCWS** Budgeted Cost of Work Scheduled  
**CA** Control Account  
**CAP** Control Account Plan  
**CCB** Change Control Board  
**CD** Critical Decision  
**CE** Capital Equipment  
**CFO** Chief Financial Officer  
**CFOD** Chief Financial Officer Division  
**CLS** Consolidated Labor System  
**CPI** Cost Performance Index  
**CPM** Critical Path Method  
**CPR** Cost Performance Report  
**CV** Cost Variance  
**D&D** Decommissioning and Deactivation  
**DOE** Department Of Energy  
**DOE-SR** Department of Energy – Savannah River Operations Office  
**DP** Defense Programs  
**EAC** Estimate at Completion  
**ECN** Emergency Change Notice  
**EM** Environmental Management  
**ER** Environmental Restoration  
**ESS** Essential Site Services  
**ETC** Estimate to Complete  
**EVMS** Earned Value Measurement System  
**FY** Fiscal Year  
**G&A** General and Administrative  
**GPP** General Plant Project  
**IBARS** Integrated Budget, Accounting & Reporting System  
**IBS** Integrated Budget System  
**IPABS** Integrated Planning, Accountability, and Budgeting System  
**LCCE** Life Cycle Cost Estimate  
**LI** Line Items

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**D R A F T**

**LOE** Level of Effort  
**MARS** Management Analysis and Reporting System  
**MS** Milestone  
**NOA** Notice of Authorization  
**OBS** Organization Breakdown Structure  
**OPC** Other Project Costs  
**OPEX** Operating Expense Funded Project  
**PAR** Provisional Authorization Request  
**PARS** Project Assessment and Reporting System  
**PBB** Project Budget Base  
**PBI** Performance Based Incentive  
**PEP** Project Execution Plan  
**PMB** Performance Measurement Baseline  
**PMCS** Project Management Control System  
**RAM** Responsibility Assignment Matrix  
**RPA** Request for Project Authorization  
**SPI** Schedule Performance Index  
**SRS** Savannah River Site  
**STARS** Standardized Tracking and Reporting System  
**SV** Schedule Variance  
**TACS** Time and Attendance Collection System  
**TEC** Total Estimated Costs  
**TPC** Total Project Cost  
**VAC** Variance-at-Completion  
**VAR** Variance Analysis Report  
**WBS** Work Breakdown Structure  
**WSRC** Westinghouse Savannah River Company